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21 APR 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM :   
Chief, Latin America Division

SUBJECT : Support to the Directorate of Operations

1. Pursuant to our discussions of 14 April, the following represent several areas within the DDA disciplines that I feel exhibit a rigidity within the system that has decreased our flexibility and has significantly reduced timely response to DO requirements. As I stated during our meeting, these observations are in no way intended to question the quality of DDA personnel or the level of their commitment to our operational goals. Rather, the problems suggest that our own bureaucratic growth has tended to slow and render less effective the responses required in support of operational, personnel and materiel requirements.

2. I offer the following merely as examples of how the system has become less responsive on a day-to-day basis. We recognize that the examples cited are stated in a simplistic format and do not take into consideration the compounding factors that may attend even the most direct request. I believe, however, that the regulations should be written in language that implies flexibility rather than a restrictive language that attempts to pigeonhole each and every remote probability. Most every recommendation herein involves a return to previous practices where fiscal and approval authorities were delegated at much lower levels within the management structure. We consider these suggestions the tip of the iceberg and offer them in the hope that a comprehensive review may be conducted within the DDA on these and similar regulations with an aim towards improving our capabilities to meet routine and priority DO requirements in a timelier fashion.

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A. PROBLEM: Delays in clearing personnel for field contract employment. Full field clearances are required for proposed contract personnel to be hired in the field. These people are almost always spouses of staff personnel. Occasionally, they are former staff employees, or children of staff employees. The average time required to clear an individual for field hire is three to six months.

SUGGESTION: Authority to grant provisional security clearances for field contract hire, should be returned to Chiefs of Station. This will in no way preclude the Headquarters investigation. Chiefs of Station will always have the option of compartmenting matters considered too sensitive to share with provisionally-cleared individuals.

B. PROBLEM: Somewhat related to A above. Unless specifically requested by the field, clearances are not kept current once an individual's contract lapses, even though there may be a strong likelihood that the individual may seek future contract employment.

SUGGESTION: That individuals be kept under cleared for immediate contract hire once they have been under contract unless the individual or the Station specifically request that a clearance be allowed to lapse. This will provide Stations with assistance as soon as the need is identified. This procedure would also safeguard the equities of our contract employees who too often are required to start each new contractual arrangement at basic pay grades which they have repeatedly graduated from in previous contract situations. I suggest we develop a LWOP policy for field contract clerical personnel transferring laterally similar to that currently being utilized for staff clerical spouses.

C. PROBLEM: Limitations on Division authority to make small purchases (\$300 or less). Occasional procurement requests from field stations could be met in a more timely manner if DO Divisions had authority to make small purchases rather than going through established Office of Logistics channels.

SUGGESTION: Grant authority to Division Chiefs to approve small operational purchases up to \$300. This will permit

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the Divisions to respond directly to emergency needs in the field and will also relieve the Office of Logistics of the need to respond to the increasing procurement demands being placed upon that office.

D. PROBLEM: Delays in vehicle armoring. The demand for armored vehicles is growing at a faster rate than the capability of the Office of Logistics to provide this service on a timely basis. There are currently two qualified people in logistics who armor vehicles. Time required in procuring vehicles and having them armored and sent to the field generally runs six months or more.

SUGGESTION: Increase OL resources allocated to this task, make bulk purchases of armoring materials instead of buying what is required for each individual job, and establish a mechanism for obtaining and armoring QPV's in advance of specific requirements in order to have suitable vehicles available for shipment to the field when needed.

E. PROBLEM: Claims for loss of personal property. Current limitation on value of loss is \$100 and has been surpassed by inflation.

SUGGESTION: Increase to \$300 Chief of Station and \$500 to Chief of Division authority to adjudicate claims for loss of personal property incident to service. This will significantly reduce paperwork to and from the field and reduce current volume to Claims Review Board.

F. PROBLEM: Standard DO policy for residential security measures that may be taken at Agency expense.

SUGGESTION: A policy should be established whereby all residences of our employees in the field meet security standards that are provided at government expense. The extent of what is necessary would vary from post to post, but would be clearly established at that post; and a fixed-dollar limitation for each post would be established. This would eliminate the need to seek Headquarters approval for each case where security upgrading is required and would once and for all eliminate the requirement for delineation between personal safety and protection of personal property.

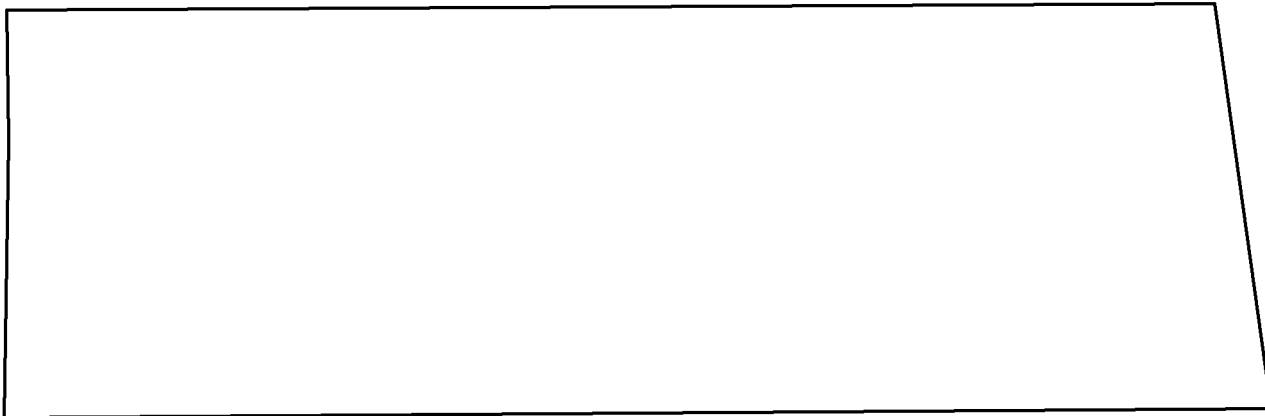
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G. In the area of budgetary and financial support, one particular area comes to mind as an example of the unnecessary paper burden on the system. Approval for expenses incurred in conjunction with briefings of Ambassadors and other high-level U.S. Government officials at Headquarters must be obtained in advance if there is to be a subsequent claim for reimbursement. Generally, such claims are for snacks and/or light lunch and the expense is less than \$25. Such claims must be initiated by the Division Chief for concurrence by the DDO and for final approval within the office of the DCI. I suggest that claims of up to \$25 be approved at the Division level, since the request to incur the expense would have already been approved in advance.

3. As previously stated, the above are representative of situations which could be improved if approval authorities were more localized. Our responsibilities for sound management of Agency resources and strict adherence to Agency regulations would not be sacrificed if such changes were made. The remedy common to many of our problems does indeed seem to be to return more authority to DO Divisions and their Station Chiefs.



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